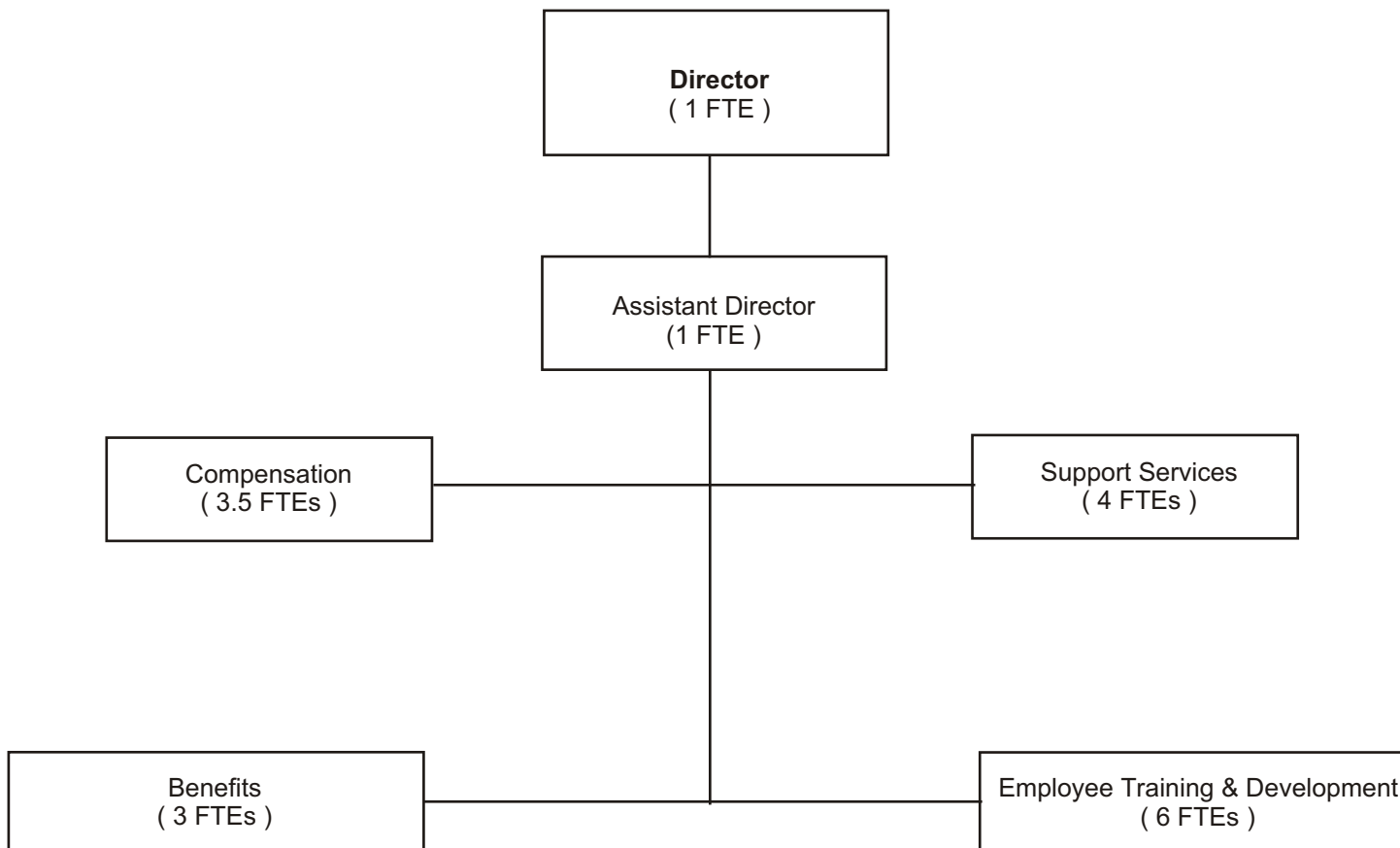




# Human Resources Department

(18.5 FTEs)



## HUMAN RESOURCES

### Mission

To recruit, retain, and develop the best possible workforce for the City of Durham.

### RESOURCE ALLOCATION

	Actual FY 2000-01	Adopted FY 2001-02	Estimated FY 2001-02	Adopted FY 2002-03	Change
<b>Appropriations</b>					
Personal Services	\$ 1,131,704	\$ 1,172,993	\$ 1,176,264	\$ 1,108,542	-5.5%
Operating	2,040,992	1,730,985	1,690,635	1,801,637	4.1%
<b>Total Appropriations</b>	<b>\$ 3,172,696</b>	<b>\$ 2,903,978</b>	<b>\$ 2,866,899</b>	<b>\$ 2,910,179</b>	<b>0.2%</b>
 <b>Programs</b>					
Administration	\$ 473,931	\$ 233,940	\$ 206,423	\$ 227,253	-2.9%
Benefits Administration	500,716	500,295	548,226	504,685	0.9%
Staffing & Support	247,862	265,627	246,296	212,017	-20.2%
Position Management	214,072	227,437	210,376	215,675	-5.2%
Employee Training & Development	582,994	471,550	486,459	440,673	-6.5%
Pathway to Opportunity	4,156	36,010	-	-	
Dental Benefits	(1,647)	735,319	735,319	808,851	10.0%
Dental Benefits Fund	722,476	-	-	-	
Health Benefits	-	433,800	433,800	501,025	15.5%
Mental Health Fund	428,136	-	-	-	
<b>Total Appropriations</b>	<b>\$ 3,172,696</b>	<b>\$ 2,903,978</b>	<b>\$ 2,866,899</b>	<b>\$ 2,910,179</b>	<b>0.2%</b>
 <b>Full Time Equivalents</b>					
Administration	2	2	2	2	0
Benefits Administration	3	3	3	3	0
Staffing Support	5	5	5	4	(1)
Position Management	3	3	3	3	0
Employee Training & Development	8	7	7	6	(1)
	21	20	20	18	0
 Part-time FTEs	0.5	0.5	0.5	0.5	0
 <b>Funding Source</b>					
<b>General Fund</b>					
Discretionary	\$ 2,059,605	\$ 1,734,859	\$ 1,697,780	\$ 1,600,303	-7.8%
Program	14	1,169,119	1,169,119	1,309,876	12.0%
<b>General Fund Subtotal</b>	<b>\$ 2,059,619</b>	<b>\$ 2,903,978</b>	<b>\$ 2,866,899</b>	<b>\$ 2,910,179</b>	<b>0.2%</b>
<b>Internal Service Funds</b>					
Dental Benefits Fund	\$ 690,081	-	-	-	0
Mental Health Fund	422,996	-	-	-	0
<b>ISF Subtotal</b>	<b>\$ 1,113,077</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Revenues</b>	<b>\$ 3,172,696</b>	<b>\$ 2,903,978</b>	<b>\$ 2,866,899</b>	<b>\$ 2,910,179</b>	<b>0.2%</b>

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## FY 2002-2003 BUDGET ISSUES

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- The departmental budget reflects the deletion of two currently filled professional level positions
- The current budget provides for an overall reduction in the level of service provided, including reduced in-service training for City employees and limited recruitment for vacant positions. Benefits administration will not be negatively impacted.
- The current budget supports continuation of automation processes initiated during FY 2001-02, including Personnel Action Forms and Benefits Administration.

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## SUPPORT OF COUNCIL PRIORITIES

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*The Human Resources Department supports all Council priorities by providing support for recruiting, training, compensating and classifying positions that provide the direct services. In addition, the department specifically supports the following two Council priorities.*

*Poverty Reduction:*

- Provide community outreach to assist in making individuals more employable

*Fiscal Responsibility:*

- Provide employees training and awareness concerning organizational ethics and values as they relate to fiscal responsibility

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## DEPARTMENTAL EFFICIENCY MEASURES

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- Automation of services, streamlining cost and human resource
- Reduction of positions
- Reassignment of tasks and responsibilities
- Reviewing processes and policies

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## UNFUNDED ITEMS

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Pay for Performance System	\$93,000
Pathway to Opportunity	\$34,000
Employee Handbook	\$10,000
Advertising	\$6,000
Access training	\$5,000
Microfilming	\$5,000
<u>Reward Pay System Maintenance</u>	<u>\$5,000</u>
Total	\$158,000

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## PROGRAM DESCRIPTIONS

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### Administration

**\$227,253**  
**2 FTEs**

Administration is responsible for consistent development, application, interpretation and communication of personnel policies to management, supervisors, employees and the public; for the development and coordination of responses to various compliance agency case responses; and for the overall operation of the Department.

**GOAL:** To provide responsive and accurate information to the employees and to the public

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**OBJECTIVE:** To maintain customer satisfaction at 90% or better.

**STRATEGY:** To respond to customer inquiries within 24 hours or by the end of the following business day.

<b>MEASURE:</b>	<b>Actual FY 2001</b>	<b>Adopted FY 2002</b>	<b>Estimated FY 2002</b>	<b>Adopted FY 2003</b>
% of customers rating services satisfactory or better	89%	90%	90%	92%

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### Benefits Administration

**\$1,814,561**  
**3 FTEs**

#### *Benefits Administration*

**\$504,685**

This unit is responsible for developing and administering the City's comprehensive benefits program including health care, dental care, life insurance, deferred compensation, voluntary insurance, and the NC retirement System. Health coverage is also provided to retirees and former employees covered by COBRA. This unit is also responsible for the administration of the confidential Employee Assistance Program, the City Substance Abuse Policy, alcohol and drug testing program, supplemental retirement and unemployment compensation.

#### *Dental Benefits*

**\$808,851**

This appropriation serves as a collection point for charges related to the administration of the City's self-insured dental plan. All claims and administrative costs are paid from this appropriation. This appropriation replaces dental internal service funds found in the City's budget prior to FY 2001-02.

#### *Health Benefits*

**\$501,025**

This appropriation serves as a collection point for charges related to the administration of the City's self-insured health plan. All claims and administrative costs are paid from this appropriation. This appropriation replaces mental health internal service funds found in the City's budget prior to FY 2001-02.

**GOAL:** To retain qualified applicants by developing, maintaining and monitoring a competitive benefits program

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**OBJECTIVE:** To increase retention rate and reduce employee turnover rate

**STRATEGY:** To develop and administer an attractive comprehensive benefits program.

<b>MEASURE:</b>	<b>Actual FY 2001</b>	<b>Adopted FY 2002</b>	<b>Estimated FY 2002</b>	<b>Adopted FY 2003</b>
Improve employee retention	82%	75.8%	75.8%	80%
Reduce employee turnover rate	12%	9%	9%	9%

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**Staffing and Support Services****\$212,017****4 FTEs**

The Staffing and Support unit provides support services to the departments to fill vacancies through recruiting, screening, and selection of individuals for the advertised positions. Candidates are recruited through advertisements, job fairs, and automated services (Internet, job information line, etc.). The screening and selection process is done by means of interviews, testing and assessment centers.

**GOAL:** To recruit qualified applicants.

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**OBJECTIVE:** To increase the staffing level by 3%.

**STRATEGY:** To increase the use of job fairs and Internet job postings.

<b>MEASURE:</b>	<b>Actual FY 2001</b>	<b>Adopted FY 2002</b>	<b>Estimated FY 2002</b>	<b>Adopted FY 2003</b>
% Increase of job applications received and processed	20%	20%	112%	15%

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**Position Management****\$215,675****3.5 FTEs**

The Position Management unit provides guidance in the fair and equitable management of positions for all City employees through position audits, market surveys, maintenance of the full-time and part-time classification and pay plans, processing personnel actions and managing the automated personnel action process, administration of the performance management system, providing FLSA guidance, and maintenance of the official employee personnel files.

**GOAL:** To retain qualified applicants by developing, maintaining and monitoring a competitive compensation and classification program.

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**OBJECTIVE:** To maintain a competitive pay, classification, and benefits program

**STRATEGY:** To conduct position studies and market surveys regularly

<b>MEASURE:</b>	<b>Actual FY 2001</b>	<b>Adopted FY 2002</b>	<b>Estimated FY 2002</b>	<b>Adopted FY 2003</b>
% increase in position studies/market surveys completed	4.7%	14.3%	9.5%	14.3%
Improve employee retention	82%	75.8%	75.8%	80%
Reduce employee turnover rate	12%	9%	9%	9%

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**Employee Training and Development****\$440,673****6 FTEs**

The Employee Training and Development unit provides a variety of services that enhance employees' overall value to the organization and maximize service delivery to the citizens of Durham. The services provided include Training (workshops, courses, and career development counseling), Employee Relations (grievance and mediation process coordination, complaint investigation) and Employment Security process coordination.

**GOAL:** To educate, train and develop City employees so that the City's goals and vision can be realized.

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**OBJECTIVE:** To maintain the number of participants in both mandatory and optional training opportunities to City employees

**STRATEGY:** Maintain the number of programs in which employees receive required certification.

<b>MEASURE:</b>	<b>Actual FY 2001</b>	<b>Adopted FY 2002</b>	<b>Estimated FY 2002</b>	<b>Adopted FY 2003</b>
% increase in in-house trainings	4.2%	5.6%	15%	5.6%
Improve employee retention	82%	75.8%	75.8%	80%
Reduce employee turnover rate	12%	9%	9%	9%

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**INITIATIVES COMPLETED FOR FY 2001-2002**

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- Won the International Personnel Management Excellence in Human Resources Award for the Pathways to Opportunity Program for the second consecutive year
- Began the City's first English as a Second Language Class
- Completed benefits recommendations with a consultant and developed a comprehensive three Year benefit strategy
- Evaluated the benefits program with the aid of a consulting group
- Conducted a Southeastern market survey to assess competitiveness of benchmark positions
- Implemented the automation process for personnel action forms
- Won the NC International Personnel Management Award for the New Employee Training program (2001)
- Began review for Pay for Performance plan

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**MAJOR INITIATIVES FOR FY 2002-2003**

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- Continue automating Human Resources systems to increase efficiency and to make statistical information easily accessible; initiate Phase 2 of the Automated Personnel Action System (automation of benefits system)
- Continue implementation of phases of the Pay for Performance process
- Conduct market survey of benchmark classifications for recommendations on pay bands.
- Continue the implementation of Safety Training programs with the Risk Management Division of the Department of Finance
- Implement benefits changes consistent with the comprehensive strategy